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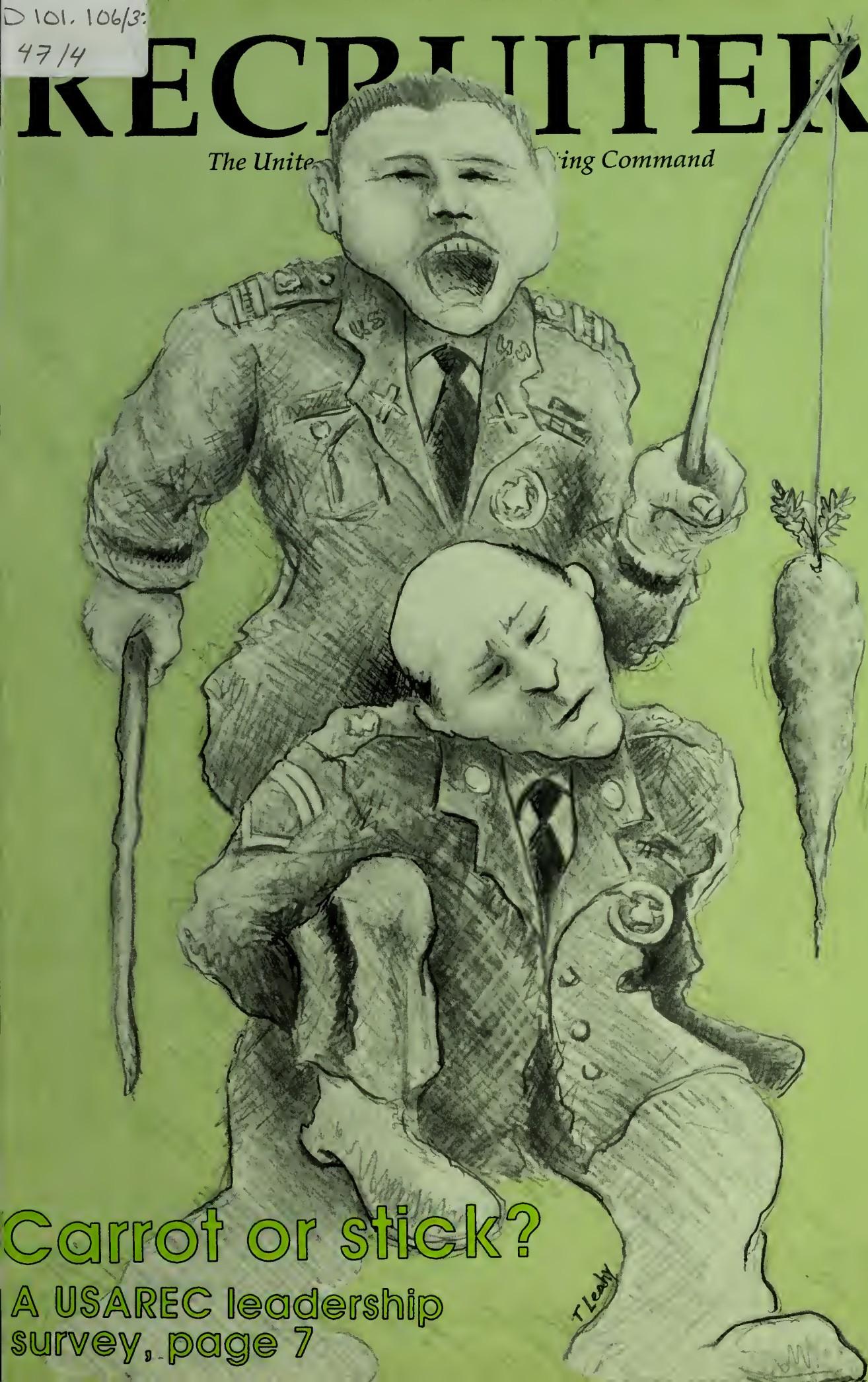
RECRUITER

The United

ing Command



JOURNAL-APR 94



Carrot or stick?

A USAREC leadership
survey, page 7

Personal publicity

— and how to get it

by Gil Hogue, Sacramento Battalion A&PA

In this time of reduced budgets, it's important that recruiters "spread the word" about what the Army can offer enlistees by some method other than paid advertising. A great way to get the word to potentially huge audiences is through recruiter-generated "personal publicity."

Personal publicity means getting a story in a local newspaper or on radio or television, centering on the recruiter and what he has to offer. It's a technique used successfully by many recruiters.

There are four effective approaches to getting personal recruiter publicity. Sending prepared news releases to the media would seem to be effective, but since newspapers and other media receive thousands of news releases every week, it's doubtful that a news editor would respond to a printed release or letter. It's best to personally call the media outlet, asking for the News Department, News Desk, City Desk, or News Assignment Editor. Once you have made personal contact, you can use one of the following approaches:

Straight-forward approach

"Hello, this is Sergeant _____ of the Army Recruiting office in _____. A lot of people think the Army isn't taking recruits any more because it's downsizing. That's not true. I was wondering if you would like to do a story about what's really happening with Army recruiting. If you are, I would be willing to talk to your reporter."

Seize-the-moment technique

Sometimes the media becomes very interested in an aspect of the Army or the military because it's "hot news." An example is women being admitted to more combat-type specialities. This would be tailor-made for a female recruiter. "Hello, I'm Sergeant _____ of the Army Recruiting office in _____. You've probably heard that the Armed Forces are opening more combat-type jobs to women. Would you like to talk to me about what the Army can offer women recruits?"

The personal hook

Use personal experiences as a "hook" to get the news editor interested. "Hello, I'm Sergeant

_____ of the Army Recruiting office in _____. I've just been assigned here after a tour of duty in Somalia, and I thought you might be interested in doing a story about my experiences, and what the Army has to offer young men and women." This is a very good approach to arrange media interviews for Hometown Recruiter Assistance Program (HRAPs) volunteers, many of whom are Somalia returnees.

Events, such as DEP functions

"Hello, I'm Sergeant _____ of the Army Recruiting office in _____. We're holding a function for some of our local enlistees next week who will soon be leaving for active duty, and we'll be presenting them with some awards. Would you like to send a reporter to learn why young men and women from _____ are joining the Army, and maybe interview some of them about their future plans?"

Once you've got the media coverage arranged, get your ducks in line as to what you are going to tell the reporter. Here are a few basic rules:

Talk about your local operations only. Refer reporters to high headquarters for information about operations above your level.

Be positive, upbeat and frank. Avoid using acronyms (DEP, MEPS, GSA, RSM). "Plug" programs like the Army College Fund as often as possible.

You represent the Army, so talk Army. You're not a spokesperson for the "military," which includes all services. Refer other service questions to other services.

Use figures whenever possible — reporters like figures. "Last month seven men and four women went into the Army from here." Or, "Our college fund offers \$20,000 for a two-year enlistment, \$25,000 for three years . . . etc."

Expressing opinions is OK, but it's best to keep them positive, preferably in line with Army policy

Avoid criticizing local people or institutions. For example, don't say that the local schools don't prepare their students to pass the enlistment test.

Oh yes . . . don't forget to call the friendly public affairs office (A&PA) at your battalion and let them know what's going on. Each battalion has its own local policy on recruiting elements dealing with the news media. A&PA is there to help you!



VOLUME 47, Number 4

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FLARE

In this issue . . .

Features

Carrot or Stick?

— *The leadership-production connection*

USAREC's Bread and Butter

— *The CSM talks about prospecting*

FASTing in San Antonio

— *New training for family services coordinators*

12

All Shook Up

— *The earthquake of '94 strikes Los Angeles Battalion*

17



Departments

News Briefs	2
Pro Talk — Follow-Up	4
Ad-Vantage	6
The Way I See It	13
The Way I See It form/mailor	15
Field Files	19
Life Signs	23
Market Report	24
USAR News	25
The Test	26
Salutes — Rings and Badges, GC Incentive Awards	27
Recruiting Support Command Schedule	inside back cover
Answers to This Month's Test	inside back cover

This month's cover is by MAJ Tom Leahy, who has been the creative genius behind the RJ covers since January 1993. Leahy is the Public Information Officer at HQ USAREC's Public Affairs Office.

All this, and video too

■ You can show an ARADS MOS video while you're in a REQUEST session! Here are the directions:

1. Press the @ key (shift 2) twice. A menu will appear, giving you the option to select ARADS, MOS, or CO.
2. To go to ARADS, type !ARADS.
3. To show an MOS video, type !MOS 12K (any MOS number).
4. To continue in REQUEST, type CO.

Please take a second to place this information near your ARADS terminal as a reminder to you and a "how-to" lesson to newcomers.

POC at HQ USAREC is SFC Faulkner, telephone (502) 624-8107.

Wanted: SF recruiters

■ The Special Forces Recruiting Team (SFRT) is looking for recruiters to fill existing vacancies on the SFRT.

The mission of the SFRT is to recruit for Special Forces (SF) from the active duty Army and prior service markets to meet the present and future personnel requirements of the U.S. Army John F. Kennedy Special Warfare Center and School and the Special Forces Command.

The following are prerequisites for assignment as an SF recruiter:

- Possess primary military occupational specialty of 00R.
- Grade of staff sergeant (promotable) or sergeant first class.
- Male, airborne qualified.
- Gold Recruiting Badge or higher recruiting award.
- Self-motivated and able to

perform assigned duties with minimum supervision.

- Articulate, exhibit outstanding military bearing, and demonstrate exceptional professionalism.
- Have station commander experience.

Additional prerequisites are found in USAREC Regulation 601-102, Special Forces In-service Recruiting, paragraph 7.

If you are interested, mail a copy of your DA Form 2A, DA Form 2-1, and DA photo to:

Commander, HQ USAREC
ATTN: RCRM-SM-SF
Bldg. 6580
Fort Knox, KY 40121

The POC is CPT Walden, DSN 464-8385/0793 or 1-800-223-3735, ext. 4-8385/0793.

New no-smoking policy in effect

■ The Department of Defense announced on March 8, 1994, that it was implementing a far-reaching smoke-free workplace policy that will ban smoking of tobacco products in all DoD work facilities worldwide.

The new policy, signed by Undersecretary of Defense for Acquisition & Technology John M. Deutch, will become effective on April 8, 1994, and will cover all uniformed personnel and civilians. Smoking will continue to be allowed in military barracks, family housing, prison quarters, clubs, recreational areas, and restaurants. The DoD has nearly three million employees, making it the largest employer in the country.

Deutch's office, specifically his deputy for environmental security Sherri Wasserman Goodman, is charged with overseeing and reviewing the implementation of the policy. The policy is

intended to meet three objectives:

The first is to provide a safe and healthy workplace for all DoD employees. Both the National Institute for Occupational Safety and Health and the Environmental Protection Agency have reported that secondhand smoke from the burning of tobacco products is a major source of harmful indoor air pollution and a known cause of lung cancer, respiratory illness, and heart disease.

The second objective is to contribute to the readiness of the armed forces. Military personnel will be healthier, money will be saved through reduced health care costs, fewer hours lost to sickness, and maintenance expenses will be reduced for many DoD buildings.

The third objective is to be a leader in creating a smoke-free workplace. Last year, the EPA recommended that "every company have a smoking policy that effectively protects nonsmokers from involuntary exposure to tobacco smoke."

"In addition to these goals," Goodman said, "the Department also recognizes that more restrictive tobacco policies may affect certain rights of smokers and nonsmokers alike. We have worked hard in drafting this policy to balance the rights of all workers and to maintain employee health and morale."

The DoD smoke-free workplace policy sets three general principles:

A ban on smoking of tobacco products in all DoD workplaces at both domestic and overseas facilities;

The designation of outdoor smoking areas when possible, which are reasonably accessible to workers and provide a measure of protection from the elements; and

The provision of smoking cessation programs for all personnel.

The announced policy is an extension of one in effect since 1986 that placed various restrictions on smoking in DoD facilities. The new policy differs primarily with regard to

smoking in workplaces, banning rather than restricting it to nonsmoking areas such as hallways, stairways, rest rooms, and private offices. The 1986 policy continues to guide smoking restrictions for facilities exempted from the new policy.

Essay contest offers \$1,000 prize

■ Association of the United States Army officials are looking for writers to participate in the first-ever Army Magazine Essay Contest.

Anyone, except employees of AUSA, is welcome to enter. Essays must address important issues concerning the US Army in the 21st century. Some examples of appropriate focus are:

- Lessons of the past applied to the future Army;
- The Army in peacetime operations;
- Controlling change while shaping the future; and
- Exercising initiative and leadership.

The author of the best essay will receive a cash prize of \$1,000. Second- and third-place entries will receive \$500 and \$250, respectively. Winning essays will be published in **Army Magazine**.

Essays will be judged by a board of national security and land power experts. The review of the essay will measure overall quality, scholarship and analysis of the subject. Essays must stress analysis and interpretation — not exposition, personal narrative or report.

Entry rules:

1. Essays must be original and must not exceed 2,500 words.
2. All entries should be sent to: Editor, **Army Magazine**; Attn: Essay Contest; 2425 Wilson Blvd.; Arlington, Va. 22201.
3. Essays must be post-

marked no later than May 31.

4. The author's name will not appear on the essay. Each author will write a two- or three-sentence synopsis of the essay on a cover sheet. A sealed envelope will accompany the entry. Inside the envelope will be the author's name, brief biographical sketch, Social Security number, address, day and evening commercial telephone numbers, and the same two- or three-sentence synopsis that appears on the cover sheet.

5. All essays must be type-written and double-spaced on 8 1/2- by 11-inch paper. Three copies must be submitted.

6. Winners will be notified by letter in August.

7. The authors of prize-winning essays must transfer all rights, including the copyright, to AUSA before publication.

8. The editor of **Army Magazine** will also review essays not selected for cash awards for publication in the magazine. Writers will be compensated at the established rate and must transfer all rights, including the copyright, to AUSA before publication.

9. **Army Magazine** reserves the right to edit published essays for style, accuracy or space limitations.

Army News Service (from an AUSA release)

1995 budget stresses readiness

■ "Smaller is not better. Better is better."

With that, GEN Gordon R. Sullivan, Army chief of staff, caught the essence of the Army's 1995 budget proposal. "Today, America's Army presents a budget that keeps us trained and ready, moving toward tomorrow, and looking ahead," he said. "We have con-

siously emphasized readiness accounts to provide the best possible balance" in achieving a force that's the world's best.

Force readiness is the priority of the 1995 budget, as proposed by the Defense Department and the Army. Of the Army's requested \$61.1 billion Total Obligation Authority, nearly a third — \$21.5 billion — is earmarked for the Operation and Maintenance fund, which drives near-term readiness. Though not the largest Army appropriation, O&M is the only one that gets a raise next year.

Officials said they intentionally took funds from other 1995 accounts, to cover readiness. One reason is that prior years' funding problems have eaten into operation tempo. For example, \$447 million was shifted from the 1994 OPTEMPO for contingencies like Somalia. DoD is awaiting Senate approval of a supplemental fund to make up that difference.

In 1995, this is "corrected by increased funding," said an Army spokesman. "The FY95 budget supports readiness objectives by fully funding OPTEMPO and the Flying Hour program. These programs fund tough realistic training at home stations, at the Combat Training Centers, and in joint and combined exercises."

The budget provides for 33 battalion rotations through the National Training Center at Fort Irwin, Calif.; 29 rotations through the Joint Readiness Training Center, Fort Polk, La.; and 15 rotations through the Combined Maneuver Training Center in Hohenfels, Germany.

"In addition, eight divisions and three corps will rotate through the Battle Command Training Program, a computer-driven exercise for division and corps staffs," the spokesman said.

by SSG Saralynne Snell, Army News Service

DEP Management, Part IV

Follow-Up:

Service after the Sale

by SFC Harold L. Francis, HQ USAREC Training

Once upon a time, there was a recruiter who worked very hard to make his monthly mission. Over a three-month period, this recruiter was a production "hero," contracting a load of applicants. His goal was to produce, produce, and produce. He spent all his time looking for the next contract. In fact, he spent so much time hunting down new prospects he failed to follow-up on the ones who had already enlisted, and that's when his problems began. These DEPs who had been forgotten by the recruiter, forgot about the Army. As a result, when the ship dates came, so did the DEP losses. In the end the recruiter, who had worked so hard to produce, ended up a failure because he didn't follow-up with his DEP members. A sad, but true story.

The follow-up is one portion of the DEP sustainment cycle that cannot be overlooked. The fact is that you spend the majority of your time telling the Army's story (commonly referred to as "filling the funnel"). The time that you spend prospecting, interviewing, and processing applicants is essential in accomplishing your monthly mission. However, it does absolutely no good to put all your efforts into this one aspect of your job. To maintain a constant balance of communication between your prospects/applicants and DEP requires a

solid time management plan on your part. Failing to satisfy these requirements is a sure path to disaster. The question is "what can you do about it?"

First, you must understand one fact; DEP losses are a fact of life. DEP members are human beings who can and will make mistakes that disqualify them. But these types of DEP losses account for a small portion of annual losses taken by the command. The largest percentage of DEP loss comes directly from apathy. Apathy-related DEP losses have many explanations. However, upon closer examination, the lack of DEP follow-up is found to play an important part in the majority of them.

Apathy is defined in Webster's dictionary as "without feeling," "lack of emotion or feeling,"

"lack of interest or regard," and "indifference." It is safe to say that a DEP loss because of apathy demonstrates one or more of these characteristics. The challenge is to prevent apathy from affecting your DEP pool.

As discussed in the February *RJ* (Pro-Talk), DEP members can take exception to the difference between how you handle them before the sale and after the sale. In the example at the beginning of this article, the recruiter failed to follow-up the DEP because he was too busy processing applicants. The point is, although you cannot spend as much time with a DEP member as you do an applicant, you cannot ignore the DEP. You must incorporate time into your weekly plan to ensure that you contact your DEP members. A short phone call can go a long way to keeping your DEP mem-

DEPs who had been forgotten by the recruiter, forgot about the Army

You should be able to determine a difference in the DEPs' attitude or commitment by how they talk to you. Any change, no matter how slight, should not be taken lightly

bers informed as well as happy. Do not look at this as a requirement, but rather as a way to improve your relations with the DEP. This will serve to solidify their commitment as well as smoke out any potential problems.

USAREC Regs 350-6/7 and 601-95 say that the responsibility to maintain contact rests with the DEP. However, this is basically a "Catch 22" scenario. The station commander and first sergeant are probably not going to buy that argument from the recruiter. They will want to know the answer to questions such as "when was the last time you spoke to Jimmy or Jane?" "have you been to their house?" and so on.

Common sense must apply. If, after a reasonable period of time, the DEP member has not called or stopped by, you must take the initiative. By calling you may find that the "staying in contact" part of your DEP orientation may have slipped their mind. Or problems may actually exist.

You should be able to determine a difference in the DEP members' attitude or commitment by how they talk to you. Any change, no matter how slight, should not be taken lightly. Obviously, all people are different, thus their reaction to you may be different at times. Never-the-less, you must take immediate steps to head off potential problems before they grow into a possible DEP loss situation.

Getting bad signals from a DEP member during a telephone or face-to-face follow-up must be dealt with immediately. Here are two suggestions: First, schedule a face-to-face meeting with the DEP member ASAP. This is essential in finding out ex-

actly what the problem is and deal with it quickly. Second, notify your station commander, brief the situation, and discuss with him or her possible courses of action. In this manner, you are preparing the leadership chain to assist you in dealing with a possible DEP problem.

If during a face-to-face follow-up the DEP member indicates (through body language or verbal expression) there may be a problem, use the re-sale techniques discussed in the March *RJ* (Pro-Talk), USAREC Pam 350-7, or your own proven methods. In the event you are unsuccessful, get your station commander or a fellow recruiter to assist you. Once you have overcome the problem, remember that this DEP member will require additional attention (follow-up) to preclude further problems.

Timely and thorough follow-ups are essential to a successful DEP management program. You must ensure that you are not simply "going through the motions" with your follow-ups. Failure to do follow-ups or doing the follow-ups in a half-hearted manner will catch up with you.

The only way to determine that DEP members have a problem is to talk to them. Don't let yourself be embarrassed by the DEP member who tells the DEP-OUT counselor that he doesn't want to ship, or worse, fails to show at the MEPS on their active duty date. Trust in your ability to not only make the sale but provide to the DEP the all important "service after the sale."

Good luck, and good recruiting!

Comments and suggestions for future articles should be addressed to SFC Francis, at 1-800-223-3735, ext. 4-8991.

A Message from the USAREC CSM

Since January, the Recruiter Journal has run a series of articles on DEP management. Make sure you read these articles and all upcoming articles on DEP management. We all know DEP management is a prime concern within this command that must be resolved.

I know there are a few of you who may not be experiencing DEP management problems yourself, however, we can all learn new ways to improve our DEP programs. Listed in each article is a phone number and POC at the USAREC Headquarters for you to contact with suggestions or comments, and I urge you to make use of it. Your input is important to this command. It is through your personal experience and creativity that successful programs are born.

Good recruiting and keep 'em in boots!

Working for you, RPIs and PPIs

by MAJ Mike Burbach, HQ
USAREC A&PA

PPIs and RPIs. Good Army acronyms. And effective tools for recruiters, if used properly. Personal Presentation Items (tote bags, pens, key chains, among many others) draw traffic to the recruiter.

Recruiting Publicity Items, brochures specifically, help recruiters make and close the sale. As part of an ongoing series on advertising, this article explains how recruiters get the best results from PPIs and brochures.

PPIs

A common misconception with PPIs is that "more is better." Not so. Research tells us most PPIs given out at colleges or job fairs are by nightfall in trash cans or buried in junk drawers at home. Recruiters, therefore, should not set out piles of PPIs at the front of a display table. That's ineffective, and a prime target for fair-goers just collecting one of everything.

Instead, recruiters should hand PPIs to visitors after some interaction. As an example, a young man approaches the Army exhibit and says he'd like one of the Army pens his friend picked up earlier. The recruiter, instead of just handing one over, should first begin a condensed sales presentation, generating information for a LEADS card, if possible. At

the end, the PPI becomes a nice token of thanks for the visitor's time.

PPIs given to legitimate prospects may prompt calls to recruiters. Only then has the PPI done its job.

Brochures

Produced in two basic sizes, brochures support the TEAM sales presentation concept of Training, Education, Adventure, and Monetary benefits. Take-one brochures, 4- by 9-inch in size, address specific offers. As an example, the Army Reserve has RPI 779, *Medical Specialists*, and the active Army has RPI 923, *College Loan Repayment*. Take-ones are localized with the recruiter's name, address, and telephone number and are displayed in high-traffic areas.

Take-ones have a single purpose, to put a recruiter and prospect face to face. Take-ones do not tell a prospect everything about the Army. That's the recruiter's job.

Another family of brochures is the 5- by 8-inch sales reinforcement RPI. This "leave behind" brochure is handed to prospects after one-on-one meetings, often at the recruiting station or in the prospect's home.

Sales reinforcement RPIs have more detail than take-ones, are more expensive and should be selectively used. Do not place them in display racks. That's wasteful.

Ideally, prospects take these larger brochures home and discuss the information with family, other influencers, or friends. The brochures are also effective when given to high school guidance counselors, coaches, and teachers. If used properly, these RPIs will generate referrals.

PPIs and brochures are handy tools in the recruiting trade. But remember, PPIs and brochures are only the bait; recruiters are the hook.

Some rules to follow

Don't just set out stacks of take-ones at fairs and conventions. Research indicates up to 95 percent of brochures taken are never read or never leave exhibit halls, and usually end up in trash cans at exits. Display only a few take-ones as traffic stoppers.

Save stacks of take-ones for high traffic areas not manned by recruiters (post offices, high school guidance counselor offices, as examples).

An important reminder. Constantly check display racks. Sloppy, empty or defaced racks are counterproductive. These racks are a recruiter's stand-in, a symbol of the US Army.

Next month, direct mail and how it works for recruiters.

Carrot or stick?

— *The leadership-production connection*

In the May 1993 *Recruiter Journal* (News Briefs, page 4), we announced a survey study designed to measure leadership and productivity in the Recruiting Command. The study, which attempted to relate leadership style to production, was conducted by LTC Ralph Masi with assistance from Professor Rob Cooke, at the College of Business at the University of Illinois (Chicago campus), and was very successful.

The study involved personnel in 18 recruiting battalions: Baltimore, Brunswick, Raleigh, Columbia, Atlanta, Beckley, Montgomery, Nashville, Tampa, Jackson, Albuquerque, Houston, Oklahoma City, San Antonio, St. Louis, Denver, Phoenix, and Seattle. More than 1900 recruiters, station commanders, company commanders, and battalion commanders responded to a wide range of topics.

Surveys were sent by name to unit addresses, with guaranteed anonymity. No one in USAREC had access to specific responses, not even to the number of unit responses. Participation was very good, with a response rate of over 50 percent, which exceeded the industry standard response rate of 40 percent.



Total Army Quality, as outlined in Army Regulation 5-1, is a leadership philosophy that emphasizes "empowerment." Empowering our people means giving them the training and the resources to do their jobs right, and then trusting them to carry out their mission, largely unsupervised and unimpeded.

A major premise of this study was to demonstrate that certain kinds of leaders are more successful at implementing an empowering climate. This empowering command climate means that people feel confident in their own ability — and in their freedom of action — to plan and carry out their individual responsibilities.

What the study looked for was evidence of leadership that includes:

- The leader's vision of exactly where the leader plans to take the organization in the future, coupled with frequent restating of leader values and convictions, as well as frequent demonstrations of leader optimism and self-confidence.
- The leader's individualized consideration of each and every subordinate — that is, to listen attentively to subordinate concerns, provide helpful advice to subordinates, and to meet professional development needs of subordinates.

- The leader's positive stimulation of subordinates, providing continuous encouragement and spending time teaching and coaching.

According to study participants, there are lots of these *positive* leaders out there and they are getting results. The participants were asked to judge whether their leaders demonstrated the above qualities or whether, instead, they:

- Get personally involved with subordinates only when a crisis has erupted.
- Rely heavily on rewards and punishments as primary sources of motivation, instead of using them as supplemental tools.

A second premise was that positive leaders foster a climate of genuine commitment, while negative leaders focus on short-term goals, generating compliance month by month, with a view to the monthly bottom line but no real commitment to the lasting success of the organization.

The third premise of the study was that positive leaders promote a high degree of motivation to achieve organizational goals, while a fourth premise was to show that positive leadership would be strongly related to higher production.

Empowerment

All individual recruiters who participated in the study filled out the Empowering the Force for Quality (EFQ) questionnaire to assess empowerment. On a scale of 1 (not at all) to 5 (completely), recruiters were asked a series of questions on four separate issues that collectively define empowerment:

- Whether or not they felt properly trained and resourced.
- Whether or not two-way trust existed between them and their leaders.
- Whether or not the USAREC senior leadership's vision (that is, the goals and the means to achieve them) was getting disseminated throughout the command.
- Whether or not recruiters felt they had the authority to solve production-related problems, or had their solutions slowed down or stifled due to bureaucratic constraints.

Analysis of the responses indicated that although recruiters felt that they were (for the most part) trained, resourced, and trusted by their leadership:

- They had the latitude to solve production-related problems on their own *only part of the*

time (i.e., about 50 percent of the time).

- Good solutions were often slowed down or not implemented at all because of *the need to get approval* all the way up and down the chain of command.

The study results indicated a very strong positive correlation between feelings of empowerment and recruiter commitment to quality. That is, recruiters who feel that they are empowered are more likely to be committed to their own (and the organization's) success than those recruiters who do not feel empowered.

Positive Leadership

Positive leadership, as defined at the beginning of this article, was assessed by the Multifactor Leadership Questionnaire (MLQ). Station commanders responded to questions about company commanders, while battalion commanders were assessed by company commanders.



Results of these findings showed that battalion commanders were rated higher than company commanders on their vision for their respective organizations and on their positive stimulation of their subordinates. Conversely, company commanders rated higher on "management-by-exception" and much higher on "laissez-faire," an attribute that describes inaction.

These two characteristics help define what we have described as *negative* leadership style. Are company commanders, then, more traditionally managerial by nature, inclined to take fewer risks and to get involved only reluctantly? Does experience play a part? Or did station commanders rate their company commanders against a tougher standard than that used by company commanders to rate battalion commanders?

On the other hand, do battalion commanders expect company commanders to manage for the short term, thereby forcing them into these behaviors? Answers to all of these questions were beyond the scope of this study, but certainly should be considered by leaders at all levels.

When company commanders were asked to describe their own styles on a Life Style Inventory (LSI), an important finding surfaced. A strong *negative* correlation was noted between an approval-

seeking, dependent (that is, dependent on the battalion commander for continuous guidance) personal style and contract production. This means that the more approval-oriented and dependent upon higher guidance a company commander tended to be, the lower the company's production tended to be*.

***Note:** *The study does not show that one causes the other, but rather that the two definitely go hand-in-hand; the strong negative correlation shows this to be so.*

Motivation and Commitment to Quality

A strong negative correlation surfaced that showed that the more traditionally managerial a company commander was perceived to be, the less committed to success his recruiters said they themselves were. This correlation was determined by examining company commander leadership style (as described by station commanders) against the results of recruiters' responses to questions on how committed to quality they felt under the leadership of the same company commanders.

Also, a very strong correlation was found to show that the more positive the leadership displayed at the company level, the more highly motivated their own station commanders said they themselves were. A clear pattern then emerges: *Company commanders who practice positive leadership do, indeed, tend to motivate their station commanders and get their recruiters "signed on" to unit requirements;* and they do so to a far greater extent than those commanders who display a more negative, traditional management style.

Leadership and Production

Next, checks were conducted to demonstrate a relationship between company commander leadership style and company contract production. This was a cross-check of the results that emerged from the company commanders' self-evaluation on the LSI, but this check was based on station commander assessments of company commanders'



leadership. What emerged was a strong negative relationship between old-style management and company production, which reinforces the correlation discovered between the LSI results and production.

Some Closing Thoughts

So what do we know? With respect to leadership styles, it seems that the approval-seeking, dependent style (typically accompanied by a defensive mentality) does not go hand-in-hand with high production and other positive organizational outcomes. Instead, forward-looking, "visionary," considerate leadership appears to do so, which may be better suited to making our soldiers and subordinate leaders feel more empowered, self-reliant, and confident in their own abilities.

We can say with some certainty that a positive style appears to be related to higher production, as well as resulting in higher motivation and commitment to quality and success.

It is suggested that, based on this study, recruiters and leaders consider some of these findings in terms of their own behaviors. Reflect on the following goals:

- To be a positive, mentoring, confidence-building force in the lives and careers of those we have in our charge.
- To enable every soldier in our charge to grow professionally on our watch, and to help each competent soldier in our unit to be able to discharge the duties for which he or she was trained, with as much individual discretion as the situation allows.
- To leave each and every organization in which we serve in better overall shape than when we found it.

These are just a few of the tenets of the Total Army Quality philosophy. Experience shows that a focus on these things, rather than focusing exclusively on short-term goals, produces the greatest results.

About the author....

LTC Ralph Masi is a former HQ USAREC staff officer, currently defending his doctoral thesis at the University of Illinois. He is on assignment to DCSPER, the Pentagon, and will present the results of this study at the next cycle of BAARCs.

USAREC's bread and butter

—The CSM talks about prospecting

by CSM Ernest H. Hickle

As I travel throughout this command, everyone talks about prospecting techniques such as face-to-face, telephone, referrals, etc., which is good; we should be concerned about it. During my visits, however, I don't see the prospecting volume needed to consistently achieve the mission.

Prospecting is the foundation of our business. Recruiters need to tell the Army story every chance they get. They need to tell everyone what the Army has to offer. When I look at a mission box plan and see the specific prospecting category requirements that must be met, it frustrates me. Here we are telling our recruiters daily how many individuals they must prospect for, what category, and when.

Now I've always viewed recruiting as a professional sales/soldiers organization. Professional salesmen don't have to be told to prospect; it's the foundation of their job, and recruiters are no different. A recruiter should get up in the morning with the understanding that his basic job is to "tell the Army story" to as many people as he can get to listen. Mission box is a great idea as long as the recruiter can make it work.

Contrary to popular belief, there are no bad or

slow days for prospecting. One day, a recruiter can get on the telephone and make three or more appointments and conduct them in a timely fashion. On another day, that same recruiter with the same prospecting effort can't get anything going. There are no defined good or bad days to prospect; it must be done daily. Consistent daily prospecting will allow you to cash in on the good days, to overcome the bad ones.

I hear the comment, "I did not give that recruiter credit because it was a bad interview." What is considered a good or bad interview? In my opinion, a good interview is when you have sold the Army, and the individual knows what it has to offer. A bad interview, to me, is when a recruiter fails to tell the Army story.

Let's build the recruiter's confidence, allow him to understand that in *every* interview there is some good, even when the prospect walks away and never joins the

Army. Whether the prospect joins or not, at least the recruiter told him what the Army has to offer, and isn't that what this business is all about? Remember, the more sales presentations a recruiter gives, the better he gets at it.

Let's take referrals, prospecting-type referrals. If a recruiter sits down and conducts an interview with an individual and about one-fourth of the way through discovers through prequalifying that the prospect is unqualified, the interview is usually



terminated, and we ask for a referral. The recruiter didn't sell the Army, only established rapport and prequalification. How can we expect the word to get out about the Army if we don't tell anyone? The Army story isn't a secret that we only tell qualified prospects. Continue the interview, and when the prospect thoroughly understands what the Army has to offer, then inform him of his disqualification and ask for the referral. You are more apt to obtain a referral from someone who knows what we have to offer.

Not everyone we talk to is going to join the Army, but we need to present the Army story just in case that individual ever needs our product. Then he or she has enough information to make a decision. The purpose of conducting interviews is not to put everybody in the Army, but to have as many people as possible in your community know what the Army has to offer.

An increase in face-to-face

I see an increase in face-to-face prospecting in my visits to the field. But I still am not seeing it accomplished where we need to be. Recruiters should be prospecting at their school's sporting events, local employment offices, libraries, visiting their COIs and VIPs and asking for referrals, and being where young people congregate. I don't see a lot of young people congregating in malls; is it smart to prospect there? Get involved in and be a part of your community. You'll find out where the young people are.

There seems to be a trend away from the telephone as a prospecting tool. The telephone is still the most expedient way to contact your market, even though it is getting harder, with answering machines, etc. I think the reason our telephone prospecting is down is because recruiters aren't simply trying to get an appointment; rather, they are trying to sell over the phone.

The idea of telephone prospecting is to contact the most people in the shortest amount of time. The purpose is to give the prospect just enough information to create an interest and agree to an appointment to get the full story. I don't think this is being done. If we turn our back on the telephone as a means of contacting our market, I feel the other services who do use the telephone will pass us by. We must prospect using all of our resources.

2.5 people per week

Statistically, as a command, we are only interviewing 2.5 people per week. That means the average recruiter is telling the Army story less than three times a week, and that's not enough. I believe

with the cutting of the advertising budget and the propensity to enlist going down, that the primary job of the recruiter is to tell young people what the Army has to offer. We have to do our own advertising. The only way we can tell them is to increase prospecting and tell the Army story every chance we get.

Get away from just meeting requirements; exceed them. Get away from the 40, 30, 20, 10 prospecting. Get away from looking at recruiting as some complex mathematical equation, because it's not. Recruiters must be allowed to tell the Army story and conduct the entire interview so that young man or woman will know about the Army. They in turn will let someone else know, and eventually you will have a pool of interested people.

Facing rejection

Prospecting has always been something sales people will procrastinate on, and the reason is they know they will have to face rejection. Rejection will always exist; therefore, we must find a way to accept it and that's by continuously prospecting. A successful salesman is "an individual who has the guts to take a lot of no's to obtain a yes."

Don't put all your emphasis on meeting the mission box plan; if you continuously prospect you will always be successful. Don't let the requirements be more important than the mission. The PMS and mission box plan are good tools, but I have never seen good recruiters live or die by them; rather, I have seen recruiters set up mission box plans and fail. In all my

years of recruiting, I have yet to see recruiters who continuously prospect fail to make their mission.

I've seen our recruiters enlist as many as 110,000 people in the Army and Army Reserve. No command sergeant major has ever done that, and no BLT or CLT has ever done that — recruiters do that. Recruiters need to go out there every day and present the Army to somebody. Don't worry whether or not it's in your mission box plan, don't worry if the category has already been met, just go out and tell the Army story. We say this is a people business, yet we sit down in the morning and look at a mission box plan that reflects numbers. Don't waste all your time at the recruiting level worrying about numbers; instead go out and represent the Army. If you professionally represent the Army, tell your story, be honest, and do it with integrity, you will make your mission.

We have an outstanding young recruiting force, and I feel confident they can represent the Army and tell our story.

Prospect, prospect, prospect — and take care of the mission. Good recruiting!

FASTing in San Antonio

*Article and photos by Marty Skulas, HQ
USAREC Soldier and Family Assistance*

USAREC's family services coordinators (FSCs) got their first taste of life in the FAST lane — in this case, FAST stands for Family Advocacy Staff Training.

The FSCs, together with commanders and their representatives, were brought together at San Antonio to lay the groundwork for USAREC's family advocacy program. Participants were trained using a team of experts assembled by the command chaplain, CH (LTC) Dwayne Ferguson. Using lectures, group discussions, video presentations, and a panel session, the presenters were able to give participants a base for setting up the Family Advocacy Program in USAREC.

Key points established during the training included:

- There are a significant number of cases of spouse and child abuse in USAREC.
- FSCs are involved with education and prevention of spouse and child abuse in the battalions — not intervention or counselling.
- Family Advocacy Program (FAP) funds are available exclusively for operation of this program in USAREC.



Dr. Wayne Duehn responds to questions during a presentation on child abuse.

- The USAREC command chaplain and the brigade chaplains are the program managers for USAREC.

While time did not allow participants to go into the depth of discussion available in the three-week FAST course offered at Fort Sam Houston, participants agreed that the USAREC FAST course was an important first step in introducing the resources available to the commanders and the roles played by staff members at all levels. Follow-on training will be provided at the USAREC Family Symposium in April and at subsequent training conferences hosted by the command chaplain.



Family services coordinators met USAREC staff members during a breakout session to discuss soldier and family support developments.

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

I have noticed since working in USAREC that telephone time is referred to as "Red Time." This is being highlighted in Planning Guides in red and browbeaten into recruiters as untouchable. [I have] no disagreement to the fact that it is untouchable; however, look at the psychological color that red stands for — red is "negative." It means "stop" and is used to show corrections to "mistakes."

Would it not be more pleasant to call it "Green Time," take on a more positive attitude to indicate go-time, forward, move out and draw fire type of attitude? Let's put as much positive psychology into our recruiters' minds as is possible.

Let's change "Red Time" to "Green Time."

The Chief of Staff responds:

Thank you for suggesting "Green Time" would be a more psychologically positive activity title than the current "Red Time." As you know Red Time refers to dedicated lead generation activities.

Specifically scheduled lead generation work is called Red Time. This includes not only telephone prospecting but also other assigned activities such as DEP/COI/VIP referrals or area canvassing. Red Time is the time of day recruiters raise the stop sign on anyone or anything that tries to interrupt this critical activity. You are correct in saying red means stop. Red Time empowers station commanders to direct lead generation in specific areas, while protecting recruiters from interruptions during lead generation.

Some leaders may be less posi-

tive in their approach to scheduling and conducting adequate lead generation activities (Red Time). All, however, should be helping their recruiters perform these tasks well and often. Your comments suggest you've broken the code to recruiting success. Remember, the three most important tasks of recruiting: prospect, process, prospect!

A recruiter writes:

Telephone prospecting, once the bread and butter of recruiting (or so I'm told), has become a drag upon the fast-paced battle for quality applicants. I consider myself as part of a new USAREC, and our numbers are swelling. Telephone prospecting (teleprospecting) is an earmark of the old regime; with the advent of civilian telemarketing and answering machines, our target market has become conditioned to view telephone solicitations as a nuisance — thus rendering our efforts generally fruitless.

The applicant is interrupted by our call, and he/she usually responds in the same manner to our calls as they observe their parents respond to calls from other telemarketers — negatively. Unlike civilian telemarketing firms (with a wider market), recruiters have far fewer leads available; therefore, our repeated calling is viewed as harassment, not an attempt to show how much we care about the prospect's future.

USAREC spends hundreds of thousands of dollars (if not millions) on phone bills. These funds could be spent much more effectively on such things as mass mailings, TAIR events, and a myriad of

other ideas for developing local markets.

Recruiters are chained to their phones for too many hours during the week. I hear all too often that "nobody knows the recruiter's area better than the recruiter . . . but if you do 25 hours of Red Time you'll be successful." Nothing could be further from the truth.

Mandatory Red Time is viewed by recruiters as a chore; it saps the recruiter of motivation. After a recruiter has been in his/her area for more than a couple of months, they view their Lead Refinement List (LRL) as being "beat up" and feel they are spinning their wheels by trying to beg for an appointment — just to satisfy a requirement.

Right or wrong, this is the fact of the matter. This causes recruiters to view the time between Red Times not as additional quality prospecting time bestowed upon them by the "contract god," but rather as a break between Red Times.

Time is the most important commodity I possess as a recruiter, and in general the time consumed by teleprospecting and the many micro-managing reports and documentation that accompanies it could be spent more effectively out of the office and in the community.

In summary, USAREC wastes a lot of money on teleprospecting, with limited returns. The recruiting force would be much more effective if it were up to the recruiter to schedule or omit telephone prospecting according to the market. Mailouts (produced locally, tailored to individual markets) would let our target market know what the Army has to offer and they

The Way I See It

could call us. In-bound sales, there's an idea.

The Chief of Staff responds:

You said that telephone prospecting is fruitless and imply that recruiting is a telemarketing organization. The concept used by the command to effectively telephone prospect is the opposite of telemarketing.

In telemarketing, the object is to ask the consumer to spend money on a product. In telephone prospecting recruiters sell appointments to offer job opportunities. You are correct in your statement that applicants must pay with time to obtain their benefits; however, they are offered job opportunities and a myriad of other options to meet both their needs and those of their families.

Red Time is more than just telephone prospecting. Red Time is for lead generation. Lead generation is telling the Army story to as many new people as possible by phone, face-to-face, COI, TPU referral, etc. A possible way to help you be more effective with your Red Time would be to have your station commander assess your planning guide to determine if proper lead generation is taking place at the proper time and in the proper area, identify if you are calling the wrong market at the wrong time, and ensure you are using all lead generating sources. This assessment may help you to better understand Red Time and assist you in accomplishing your mission.

Your concern to save money is shared by the command. We have learned, as have many corporate organizations, that the easiest and most cost-effective way to contact our market is by telephone. You are correct in assuming that in some cases a recruiter's calls may be a nuisance; however, that nuisance requires personal interaction.

The interaction a recruiter has with a prospect will determine if the call is positive or a nuisance.

Advertising and Public Affairs (A&PA) Directorate has determined that mailouts produce a 3 percent return when a premium is offered. That is good for the market and volume in which the A&PA Directorate produces. Unfortunately, when no premium is sent the percentage drops to 1 percent. Recruiters do not have a premium or the bulk mail rate to support cost-effective mailouts. Most marketing or sales promotions sent to the home are thrown away before they are read or before they reach the true target markets. Mailouts and TAIR events are merely a way of supplementing prospecting and cannot be relied on as a sole means of lead generation as it requires the prospect to take the initiative.

A recruiter writes:

With 19 years plus in the Army and half of that in USAREC, you would think that a soldier could be taken off mission his last four or six months of service, to transform into the community with a good feeling about the Army and USAREC.

My changes would be:

- Off mission last 4-6 months.
- Cut "pro pay."
- Place the retiring recruiter in a company-level RT slot for 8 hours a day.

The reason for this is because too many recruiters retire in their areas and talk bad about the Army, whereas they could be used as

good COIs, provided they left the Army with good feelings. And, face it, nowadays most don't.

The Chief of Staff responds:

Your input provides an opportunity to speak on a number of issues that concern all members of the command. Part of the ongoing process within our organization is to ask ourselves if our current way of conducting our day-to-day business is productive and in the best interest of all concerned. Questions like "How do we measure success?" or "What can be done to improve the quality of life?" are raised and discussed in a number of forums throughout the year and with each discussion comes an opportunity to affect change where it is needed.

We have convened a Process Action team (PAT) that has taken on these particular questions in addition to other issues directly impacting on the field force. This "Success 2000" PAT consists of a number of key staff proponents within each level of command, but more importantly it also includes a fair representation of our foxhole recruiters who will provide the most valuable insight into the Success 2000 team.

The goal of this team will be to define our collective success and provide the steps, the policies, and the insights needed to sustain success. Whether you are active duty or Reserve, detailed or OOR, reenlisting or retiring, we want your experience with USAREC to have been the most rewarding in your military career.

How do you see it? Send your comments on the form on page 15.

The Way I See It

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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U.S. ARMY RECRUITING COMMAND
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All shook up

The earthquake of '94 strikes Los Angeles Bn

**by Lynn Wallace, Los Angeles
Battalion A&PA**

It was a holiday, Dr. Martin Luther King Jr.'s birthday. Government offices, banks, schools, and various businesses were closed for the day. Many people had plans to sleep a little later, some had plans to do those little things that can only be done with an extra day off. Those who had to work may have been on their way or preparing to leave. Traffic on our roads and freeways was minimal.

On Monday, Jan. 17, 1994, the ground began to tremble with a devastating force. The rumble grew louder and the force was stronger than imaginable, waking many out of a sound sleep. The rumble had Angelinos thinking that this was the dreaded "Big One." At 4:31 a.m., an earthquake, initially estimated at 6.6 but later upgraded to 6.8, rocked Los Angeles and its surrounding cities.

"It felt like a giant was straddling the apartment and shaking it," said SFC Kevin Kruise who lives in Chatsworth, within five miles of the epicenter. His wife, Evelyn, and their three children, Steve, 17, Elliott, 15, and K.J., 2, slept in the car the next night because Evelyn was too afraid to go back into their apartment.

Kruise was not only displaced from his home, but he later found out that the recruiting station he commands in Santa Monica and the building that houses it had sustained severe damage.

SSG Jay Russell was thrown from his waterbed when it collapsed. He had to kick the bedroom door down to get to the living room. Russell and his wife, Tanya, were married last June and transferred to Los Angeles from Florida in November.



The Kaiser Permanente Building, as seen from the rear window of the San Fernando Valley Recruiting Company In Granada Hills. (Photo by Lynn Wallace)

Their apartment building, along with all the others on that block, was condemned.

Electrical failures spread through seven million homes. Freeways, the major arteries of this city, were damaged and even collapsed. These important transportation thoroughfares will take 9 to 18 months to repair, according to transportation officials. Apartment buildings, hospitals, and businesses also collapsed, taking power, gas and water lines with them.

Emergency plans were put into effect. Hospitals and medical staff were on standby. Police, fire, and medical units were immediately dispatched. Communication lines jammed and traffic came to a standstill. The screaming sirens of emergency vehicles blared, television and police helicopters filled the skies, buckled freeways and burned out cars lay silent.

Those who managed to escape injury risked their lives trying to answer desperate pleas for help. During the earthquake, Russell's apartment building shifted on its foundation and trapped many of the residents inside. He and his wife, armed with only a flashlight, helped neighbors through windows and others escaped after doors were kicked open.

"In the middle of the valley, almost every complex was damaged. Sixty percent of all the recruiters living in that area were in the same boat as other valley residents," recounted CPT Michael Yamashiro, commander of the San Fernando Recruiting Company.

Just getting money was a problem since many banks were closed and ATMs were out of order. Recruiters and other valley residents lost perishables and were without sanitary water for up to two weeks after the disaster. At least eight recruiters were stranded in Santa Clarita and were virtually unreachable because of highway collapses.

The only university in the valley, California State Northridge, and several high schools suffered extensive damage. All will be undergoing major repair for the next year, and the impact on recruiting has not yet been determined, according to Yamashiro.

SSG Shelia Cundiff, of the Santa Clarita Recruiting Station, had just returned from a visit to San Marcos, her hometown, to find everything in her apartment broken or destroyed by water.

SSG Daniel Tuten, also stationed at Santa Clarita, huddled his family together in their bedroom and rode the quake out to its finish. After the initial 6-plus jolt, he and his family dressed and went out to check on neighbors. At daybreak, he and two other neighbors set up an outside kitchen, using Coleman stoves. Using donated food they fed the neighborhood breakfast, lunch, and dinner. They coordinated and maintained their own security patrol for two days.

ting homeless families relocated as soon as possible into other facilities. Bonnie Tidball, LARB's Family Services Coordinator, worked closely with recruiters and their families. She was actively involved in the distribution of telephone numbers to the Red Cross, the Disaster Grant Service, Army Emergency Relief, and Federal Emergency Management Agency.

Grants may be available for our personnel to help defray the cost of moving and to cover many personal items lost in the quake.

Damage was not limited to the San Fernando Valley area, however. Cracked walls and floors have become the architectural style of both the battalion headquarters and the Military Entrance Processing Station. The day of the quake, broken water pipes caused ceiling lights to leak, broke windows and left blisters of water to decorate our hallway walls. Red, yellow and green building inspection signs continue to remind us that we are still sitting on a structural shuffle board.

The MEPS, which confidently restructured itself after a 1992 fire, suffered another blow with the quake, losing its lobby entrance altogether to broken plate glass windows and a shifted foundation.

In the field, San Fernando Recruiting Station was condemned, which left the recruiters without an office. Luckily, Santa Clarita Recruiting Station was available to pick up the slack. Immediately after the quake, two other stations, Santa Monica and Reseda, and the San Fernando Company headquarters were also condemned. However, the condition of these buildings has been upgraded and recruiters are back in the foxhole.

Although Los Angeles, the city of the angels, can claim some of the worst social and natural disasters (along with Hollywood, Beverly Hills and Venice Beach), it can also claim to be home to some very resilient people.



MSG John R. Jones, LARB Operations, holds a clock that fell in the SGM's office during the quake. (Photo by Cynthia Rivers-Womack)

The battalion family was very lucky . . . no lives were lost.

The 6th Brigade Chaplain, MAJ Jim Goodwill, spent two days visiting with battalion staff, recruiters and their families. He was available for anyone who just needed to talk about the trauma and fears they were experiencing as a result of the recent devastation.

The battalion family was very lucky. Although there was a great deal of material loss, no lives were lost. Our most significant problem was get-

Always mentoring

by Dorothy Summers
Indianapolis Bn A&PA

■ Never give up! These positive words inspire an Army recruiting station commander to help others obtain goals.

SFC Roddie L. Arline, a station commander at the Preston (Ky.) Recruiting Station, suffers from a learning disability called dyslexia.

"They didn't test what I could do, they just told me what I couldn't do. You might say, it was akin to negative reinforcement," he said.

But Arline refused to let those years of negative feedback destroy his life.

"I guess I had to prove everybody wrong," he said, so he decided to excel in that area. His grade point average of 3.5 is testimony to his desire for success.

But Arline didn't stop with his own success; he wanted to help others find their goals and succeed. He said there are so many wrong choices young kids can make.

These borderline kids are the ones who "I try to help with my mentoring program," he said.

To be a mentor isn't hard, explained Arline. "You just have to give up some of your time to act as a mentor, teacher, guide or instructor. You've got to show these children that you care about what happens to them — get personally involved. Sometimes that means talking to the teachers and parents or taking the student to a sports game, just to let him know you're in his corner."

That philosophy of wanting to help others was only intensified when the Army began to stress its Stay in School Program. That program allowed Arline to hone his guidance



SFC Roddie L. Arline, Preston Recruiting Station Commander, beams as a "high risk" youth types his name and address into the ARADS system. (Photo by Linda Deckard)

counselor skills. "I gave high school presentations on Stay in School and soon had teachers and parents coming to me for help with their children," he said.

He devotes approximately seven hours a week as a mentor, trying to get those kids to understand why self-esteem is so important and show them how to build it. His wife doesn't mind the time he spends with the children, because she too wants to help others.

"First I have them set short-term goals and reach them; then they progress to larger ones. Before they know it, they're comfortable setting mid-term and career goals."

Arline's greatest satisfaction come from seeing his kids succeed. "Too many people think these marginal students aren't intelligent, but the real problem is, they are very intelligent. Several of them I've mentored

joined the Army for me and other recruiters; all of them have been I-IIAs" he said.

"Now don't get me wrong, I don't mentor just to get contracts but to help others and show them adversity can be overcome. Sometimes that problem of dyslexia still bothers me, but I know how to fight it now. It's called don't give up."

This type of courage won Arline the 1991 2d Recruiting Brigade Mentor of the Year Award for Louisville Company, Preston Recruiting Station.

According to his former first sergeant, 1SG James G. Hockenberry, Arline was given this honor because he served as a superior role model to high school students while he was at work and during off-duty hours. Arline took the time to monitor the students' academic progress.

Never giving up.



■ SFC Dave Smith, Susanne Eckert, and Kelly Heathman taught the Civil War a little differently to Eckert's American history class this year. Heathman, a Civil War Reenactor, was dressed in the complete uniform and equipment of a Union infantry soldier, including a reproduction 1863 Springfield rifle. Smith displayed an array of authentic Civil War items consisting of hats, bayonets, documents and ammunition, and a variety of books on the war. The presentation generated a lively discussion with the students. (Photo by William Pearce)

Junior partners

*Story and photo by Deborah Bonacorda
Santa Ana Bn A&PA*

■ What do you have when you cross an Army recruiter with a Junior Achievement Program in high schools? Partnership in education.

Recruiters in the Santa Ana Recruiting Battalion, Orange County Company, are working with Junior Achievement Programs in their high schools. Previously, many of these high schools were difficult to penetrate. However, with the onset of the Junior Achievement/Army recruiting partnership, schools are beginning to realize the wealth of experience Army recruiters can bring to their students.

SSG Jeff Reade, Huntington Beach (Calif.) Station, was the first recruiter in the Santa Ana Battalion to be able to gain acceptance in one of his high schools through the Junior Achievement Program. For one hour, one day per week, Reade becomes an economics teacher extraordinaire. But preparation begins several

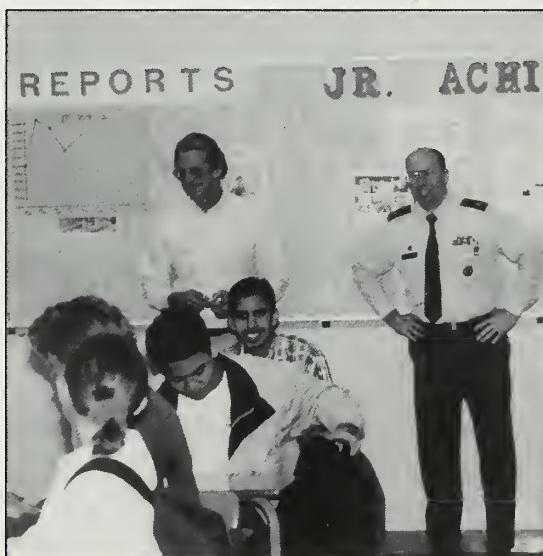
days in advance.

Reade contacts the economics teacher to find out the next assignment. He uses the text to prepare a lesson plan and facilitate discussions among students. The essence of Reade's classes is grounded in the philosophy or underpinnings of economics and business. He is articulate and builds interest in a subject that, to many, is dry and boring. Reade provides his life experiences to coincide with

the lesson of the day; he is a fresh voice for our youth.

This program is possible through the cooperation of Junior Achievement, the high school, and the Recruiting Command. Junior Achievement has one more qualified volunteer to offer the high school. A high school teacher is given a break each week. And an Army recruiter instills pride, creativity, and motivation in the youth of the community.

SSG Jeff Reade, Huntington Beach Recruiting Station, conducts a high school economics class in support of the Junior Achievement/Army Recruiting Partnership.





From the left: Yurij Holowinsky, U.S. escort and interpreter, Serhiy Kolesnyk, Ukrainian parliament member, and SSG Steven Pinkston during Kolesnyk's visit to Weatherford Recruiting Station. (Photo courtesy of the Weatherford Democrat)

Ukrainian visits recruiting

by Bobbi Galford
Dallas Bn A&PA

With the Cold War over, soldiers from both the United States and the former Soviet Union are laying down their weapons and shaking hands.

Some Dallas Battalion recruiters recently found themselves shaking hands and playing host to Ukrainian parliament member, Serhiy V. Kolesnyk.

Kolesnyk, 28, who is also a member of the Committee on National Security and Defense and a former member of the UN Peacekeeping Forces (Ukrainian Battalion) which served in Sarajevo, Bosnia, was a guest of the American Embassy in Kiev for two weeks.

Invited to the United States under the auspices of the Freedom Support Grant Program of the United States Information Agency, he arrived in Washington, DC, in November and visited New York, Texas and North Carolina.

His visit, designed to acquaint him with the workings of the United States military and civilian-military relations in a democratic society, included tours of several military installations, including a Military En-

trace Processing Station (MEPS) in New York and the Weatherford Army Recruiting Station.

Speaking through his interpreter, Kolesnyk said, "I am in the United States to discuss the relationship between the military and Congress, including civilian control of the military and budget process. I am also interested in learning more about the relationship between the military and local civilian communities. I hope to gain knowledge of how Americans do things, and possibly break down the Iron Curtain which has existed far too long," Kolesnyk said.

Kolesnyk was interested in the process of recruiting a volunteer Army, asking recruiters at the Weatherford station to explain the process to him through a role-playing exercise.

"I just want to be treated like any young American coming to a recruiting station to enlist," Kolesnyk said.

SSG Steven Pinkston, the station's newest recruiter, went through the mock enlistment process with Kolesnyk.

His first step was to go through the sales book with Kolesnyk to determine specific buying motives, moving on to a pre-qualification exercise to explain how applicants who are

not morally, physically or mentally stable are denied enlistment into the Army.

Kolesnyk learned that skill training, college money, loan repayment, adventure, and service to country were all available options for a new soldier. After completing the interview and making the sale, Pinkston explained the use of the 200 card and introduced the JOINS machine. Kolesnyk was especially interested in the adventurous Ranger and Airborne presentations.

Pinkston, who had only been on recruiting duty for about a month, was a little nervous about the enlistment scenario.

"It was quite a challenge, but I conducted the interview just as I learned at the schoolhouse," he said. "I think it was exciting for Mr. Kolesnyk, and it was a great opportunity for me to meet a one-time enemy in such a peaceful, productive situation."

After the recruiting interview and sales presentation, Kolesnyk and Pinkston informally discussed duty stations, military awards, and other interests of soldiers, American and Soviet. They also swapped a few war stories.

"I'm very proud to be an American soldier and proud to have met him, especially on such good terms," Pinkston said.

Synergism works

**Story and photo by Alice Lewis
Sacramento Bn A&PA**

■ SSG Brian F. Peters, a nurse recruiter for Sacramento Battalion, has initiated a program that brings success to his Reserve nurse mission. "I have found my niche," said Peters. "This program provides me with highly qualified leads and, eventually, packets for processing." As a matter of fact, he was top active and Reserve nurse recruiter in December for the battalion.

His idea is a non-traditional program in which he collaborates with Trish L. Varner, Nursing Career Development Specialist for the University of Phoenix, Northern California Campus. "We have a synergistic relationship is the best way I can describe it," said Varner.

Together they establish a location and date for what is called a Continuing Education Unit, which provides cost-effective training sessions for nurses who need state-required education credits. Nurses are then notified at all area hospitals. According to Varner, "The session faculty is made up of Nurse Corps reservists provided by the Army, and The University of Phoenix sponsors the facility and meals." The session is for two days and will provide 12 units (the requirement for California is 30 units every two years) for the participants.

Peters said, "If I have an applicant who is interested in joining the Army and needs further education, I refer them to Trish, and she does the same with the students who need other choices or assistance with tuition."

The first session took place in 1993 and was a big success. Out of a group of 146 registered nurse participants Peters had 40 leads, which culminated in



SSG Brian Peters and Trish Varner as they enter the Recruiting Support Command cinema van.

15 packets for Army Nurse Corps recruiting.

"We have worked so well together that we have developed a connection that is truly a distinct one," Peters said.

Peters and Varner have just completed a January Continuing Education Unit that took

place in conjunction with an appearance of the Recruiting Support Command's cinema van. The Continuing Education Unit students viewed a special nurse presentation and enjoyed lunch afterward. "Our goal is to host a continuing education unit once a quarter," said Peters.



■ Replacing the words "can't" with "can" and "try" with "will" to meet your daily challenges is solid advice offered by SGT Derwin L. Snead, Arlington (Texas) Recruiting Station. Snead conducted a Stay in School /Stay off Drugs orientation at his old school, Hutchins Junior High School. Approximately 700 students attended. Snead and his fellow recruiters are hoping that by serving as role models, they will be able to encourage at least one student to stay committed to graduating. (Photo by Helga Siterlet)

Stay out of harm's way

by John Bogle, USAREC Safety Officer

It was late on a Friday afternoon, and a recruiter was trying to get back to his station when, suddenly, the weather started to turn ugly. The skies began to darken, the winds swept debris across the roadway, and the rain was so heavy that the recruiter was forced to pull his GOV to the shoulder of the road.

Back at his home office, the station commander listened attentively to a broadcast issued by the National Weather Bureau, "Tornado warning for the surrounding area." The station commander paced the floor as he thought about his family and his fellow soldiers and wondered if they were out of harm's way.

Tornadoes are the most violent of all the winds that sweep the earth's surface. Their duration is short-lived, their destructive paths rather small, but in seconds a tornado can transform a thriving street or community into ruin and hope into despair. Tornadoes occur in all 50 states, and no season is free of them. Normally, the months for the greatest frequency of these violent storms are April, May, and June. Bearing this in mind, do you know what to do in the event of a tornado? What protective actions should you take, and how can you advise your family on the necessary survival actions if a tornado occurs?

The following general precautionary measures should be considered:

■ When inside offices, schools, and similar structures

If these buildings are permanent constructions, stay inside and move to an interior hallway on a lower floor. Follow all the instructions given by responsible personnel.



■ When inside family residence

Seek shelter in the corners of basements. In homes without basements, take cover under heavy furniture in the center part of the home; use the center hallway, storage closets, or half-bath, as they have less roof span between wall structures. If time permits, wrap your children in blankets, disconnect all appliances except radios, and locate emergency items, such as first aid kits, candles, flashlights, and a battery powered radio.

■ When in a mobile home

These residences are particularly vulnerable to overturning during a tornado; therefore, seek shelter in a permanent building or move to gullies, ravines, or ditches. If possible, take blankets.

■ When in a motor vehicle

Drive directly to the nearest substantial structure. If no such shelter is nearby, take cover in a deep ditch, culvert, or depression. Turn your engine off, and lay face down in the vehicle.

Remember, the occurrence of a severe thunderstorm is also characterized with flash flooding, lightning, and downed power lines. Take the required safety precautions to prevent injury and death.

On a final note, remain calm. It will not help to get overly excited. Even though a warning may be issued, chances of a tornado's striking your home or location are slight.

From the Researcher . . . Major Charles T. Brandon III

High Aspirations

The applicants who are joining both the Regular Army and the US Army Reserve have high hopes of furthering their formal education. According to the New Recruit Survey being administered to your applicants at the MEPS during DEP-IN the strong majority of them plan on obtaining an advanced degree. Specifically, the survey question is as follows:

What is the highest degree or diploma you think you will complete in the future?

The responses are as follows:

	Regular Army	Army Reserve
Masters/Doctorate Degree	29.89%	34.62%
BA/BS Degree	41.29%	40.23%
Associate Degree (AA)	16.45%	15.56%
High School Diploma	12.37%	9.59%

Clearly, selling the future in terms of higher education is something that definitely hits close to home with the young men and women you are recruiting.

Peak Performers — Making Your Market Work For You — It's Not The Market, It's How You Attack It...

As I prepare to move on I thought I would share one of the most important lessons I have learned about being successful in this volatile business — that lesson is what I see as the secret of winning . . . and winning and winning. The short answer is "peak performers" will always beat the odds.

The long answer . . . Every field has winners — people who constantly achieve outstanding results — recruiters who always seem to make mission (even in tough markets). These peak performers get things done and motivate greater productivity in others who work with or for them. Why?

Peak performers always take responsibility for their own performances.

Example: Harry Truman entered politics after his men's clothing store failed. He could have easily walked away from his bankrupt business. Instead, he took responsibility for paying back every penny owed. As a US senator, he made it his responsibility to learn all about the complex legislation pending before his committee. To do that, he arrived at the office very early every morning — so early in fact, that he became the first senator ever to be issued his own key to the Senate office building.

Peak performers are effective thinkers. Effective thinking is not the same as positive thinking. It is directed toward getting results. Effective thinkers pursue excellence — not perfection. If nothing short of perfection satisfies you, you will never be able to complete anything.

Peak performers look for reasons to keep delivering. They recognize the need for self motivation. If a reason becomes stale, they find a new way to be motivated. Example: Early in his career, the actor Kirk Douglas, desperately in need of work, was given a role that he found difficult to play. To motivate himself he focused on how the role would provide him a salary as an actor and keep him from being a waiter.

Peak performers are willing to ask for help. Always searching for ways to do better, peak performers seek out mentors to guide their careers and help them master their chosen career fields. Even after reaching the top, they continue to seek advice.

Peak performers share generously and are team players. Their examples inspire others to produce. When people cooperate to increase one another's motivation, they create a peak performance zone. Example: People lose more weight when they join gyms or weight-reduction programs, write better when they spend time at writer's colonies, improve their golf scores when they play with pros, etc.

Peak performers enjoy rich personal lives. Only about 4 percent of people enjoy their work and family life. These are the ones who know in their minds what is important and concentrate on those things — not on what others want them to do.

I encourage you to take charge of yourself, and your thoughts. Choosing the right thoughts inspires the feelings that are prerequisites for outstanding performance.

Hot messages

From the CSM

RECUSAR message 94-009, Part I, Subject: Requests for Assistance/Exception.

Under no circumstances will any member of USAREC's field force directly contact Department of the Army, US Army Reserve Command, or any other agency outside of USAREC to request exception to policy. All offices outside of USAREC will deny any request and notify HQ USAREC of the unauthorized contact.

All requests for assistance/exception will be processed through established channels to HQ, USAREC. Circumventing the system leads to investigations, relief actions, and erroneous enlistments. The current procedures for requesting exceptions, through brigade to HQ USAREC, provides an audit trail alleviating these dangers.

Waiver procedures

RECUSAR message 94-011, Subject: Clarification of USAREC message 94-004, Part I, Policy Issues and Reminders. The purpose of this message was to inform the field force of a change to waiver approval authority.

The following guidance and clarification is provided:

a. All grade determinations processed for enlistment into the USAR must have DA Form 1696-R. Failure to include DA Form 1696-R will cause unnecessary delay in processing. This requirement is IAW AR 601-210, chapter 4, table 4-1, rule P.

b. An administrative error

exists on DA Form 1696-R, block 6. This block requires prior active federal service to be listed in the data fields specified on the form. The end of block 6 requires total active federal service, not total inactive service as stated. Total inactive service will be recorded in block 9.

c. Any applicant for USAR enlistment who has completed 180 days or more at the US Military Academy, US Coast Guard Academy, or US Military Academy Preparatory School requires a grade determination IAW AR 601-210, chapter 3, table 3-3, rule R. As stated above, this waiver will be forwarded to the address above at this headquarters.

The following waiver types have HQ USAREC as approving authority:

- All medical
- All hardship
- All dependency (to include NPS)
- Grade determinations (see note below)
- Re-code waivers for medical only

Other Re-code waivers have ARPERCEN as approving authority.

Note: The only grade determinations that will be sent to HQ USAREC are those required due to previous military academy (any component) or prior military prep school time. All other grade determination approval authorities remain unchanged.

RECUSAR message 94-012, part II, Subject: Prior Service Education Requirements. This message changed education requirements for prior service applicants for USAR.

If enlistment pay grade is E-4 or above minimum education

level must be HSDG or GEDH (verifiable by DD 214).

Enlistment pay grade is determined IAW AR 601-210. *Under no circumstances will an applicant take a voluntary reduction in pay grade to meet the prior service education requirements.* In those situations when applicants do not possess the minimum education requirements for enlistment, they will be advised that in order to enlist they must meet the minimum education requirements for retention IAW AR 140-111. No waivers are authorized!

Change to SRIP

Effective 1 April 1994, DA announced a change in the MOS for SRIP. This includes NPS and PS enlistment bonuses and SLRP. Check with your battalion for full details.

USAR nurse info

RECUSAR message 94-010, part II, Subject: Nurse Reservation Procedures.

Guidance counselors will continue to adhere to the following procedures for NPS nurse reservations:

- Make reservations when an application is processed - source of commission is "DIR" (ensure ship date is 180 days out).
- Access verify once applicant is commissioned.
- Ship verify after the orders are published.

IRR transfers will continue to be accessed and ship verified on the same day. Effective immediately, guidance counselors will use PPN 88 for all nurse reservations.

Brigades will continue to monitor UNCONFAR on a regular basis.

The Test

1. A prospect who scores a 17 or higher on his or her American College Test indicates a GSA.
- True
 - False
2. Photocopies and carbon copies of DD Form 369 are acceptable; however, section _____, items _____, must be original.
- section I/items 3 - 6
 - section I/items 6 - 8
 - section III/items 3 - 5
 - section III/items 1 - 5
3. DEP and DTP transfers must transpire not later than _____ prior to the losing recruiters departure.
- 30 days
 - 15 days
 - 7 days
 - 10 days
4. If a DEP loss occurs for an applicant indicated "NO" on USAREC Form 991, loss credit will be given at _____.
- Company level
 - Recruiter and RS level
 - BN level
 - RS level and higher only
5. Can an exception be granted to extend a DEP beyond 365 days?
- Yes
 - No
6. An applicant has one civil felony conviction as an adult and three adverse dispositions for misdemeanors. He is _____.
- disqualified/requires USAREC waiver
 - qualified to enlist
 - disqualified/non-waiverable
 - disqualified/requires BN waiver
7. When a tenth grader takes the HS ASVAB, does this count as his first test?
- Yes
 - No
8. Who has the authority to authorize an immediate retest to an applicant who, through no fault of his own, is unable to complete the ASVAB test?
- Battalion commander
 - MEPS commander
 - USAREC commander
 - Company commander
9. By 30 April, what percentage of male grads should be contacted?
- 100
 - 85
 - 75
 - 65
10. A student who has taken the ASVAB, achieved an AFQT score of 60, and plans VOTECH would be coded _____.
- 1-U-3A
 - 1-V-3A
 - 1-C-3B
 - 1-C-3A
11. What form will be initiated after initial contact with a COI or VIP, if it is determined that the individual will be of help to the recruiting effort?
- USAREC Form 200-C
 - USAREC Form 988
 - USAREC Form 539
 - USAREC Form 200-5
12. Who is responsible for providing final quality control on nurse applications?
- Nurse recruiter
 - Nurse station commander
 - Nurse counselor
 - Brigade nurse staff office
13. An enlisted member of the IRR who applies for TPU membership is considered an applicant upon signing a _____.
- DA Form 4187
 - USAREC Form 1027
 - USAREC Form 1028
 - All the above
14. A PS applicant last discharged from the RA is fully qualified for enlistment into the USAR if his DD Form 214 shows RE code 3A.
- True
 - False
15. The quality control NCO will be assigned that duty for what period of time?
- 1 RSW
 - 1 RSM
 - 6 months
 - Permanently

(The answers to this month's Test can be found on the inside back cover.)

Gold Badges

ATLANTA

SFC Terry Nowland

BALTIMORE

SSG Michael A. Martin

SGT Eric T. Enderle

SSG Ronald D. Holcomb

SSG Treon C. Simon

SGT Sherita M. Johnson-Kelley

SSG Lorenda Harris

SGT Antonio A. Pritchard

SGT Fredrick G. Caudle

BECKLEY

SGT Billy W. Smith

SSG William G. Buchanan

SFC Barry Fleming

SSG David E. Shrader

SGT Bobby D. Dailey

SSG Larry J. Goins

SSG Robert Gricks

BRUNSWICK

SFC Manuel A. Daponte

SGT Roger A. Felix Jr.

CLEVELAND

SGT Keith A. Miller

SSG Jerry A. Green

SGT Clarence E. Young

COLUMBUS

SGT James L. Gilkison

DALLAS

SGT Franklin R. Peterson

SSG Randy T. Newton

SSG David D. Glover

DES MOINES

SSG Scott F. Degroot

SGT Larry O. Weaver

SGT Robert Soice

SSG James O. Sprigler

HOUSTON

SSG Nelson A. Guifarro



INDIANAPOLIS

SGT Chester E. Stearns

JACKSONVILLE

SGT Christian Whalen

SSG Gregory Savage

SFC Benjamin Vallejo

SFC Michael Gomes

KANSAS CITY

SSG Lynn C. Wade

SSG Russell D. Jacobs Jr.

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SFC Bobby R. Feggins

SSG Thomas E. Hanan

SSG David L. Hathaway

NEW ORLEANS

SSG Michael Dailey

SSG Rodney Allen

NEW YORK CITY

SFC Mary A. Gerhold

SSG Pedro Olan

SFC Henri Nance

PHILADELPHIA

SSG Michael Rohrbaugh

SSG Jeffrey Williams

SGT Steven McLeod

SSG Deborah N. Barnes

PHOENIX

SSG William N. Rausch

SSG Michael T. Flores

PITTSBURGH

SSG Verlin L. Kerns

SALT LAKE

SGT Tyrone Winston

ST. LOUIS

SSG Michael E. Loney

SSG Ronald Johnson

SSG Fletcher Smallwood

SFC David E. Gibson

SGT Darwin Thomas

SYRACUSE

SSG John F. Slade

SSG Thomas Hiltner

SSG Jeffrey C. Lapp

Rings

BRUNSWICK

SSG Mark J. Aquino

CHICAGO

SFC Brian G. Findlay

CLEVELAND

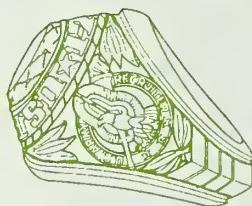
SSG Charles E. Jones

DALLASSFC Lawrence Johnson Jr.
SSG Tommy High**DES MOINES**

SSG Frank A. Bigott

HARRISBURGSSG Shadrick L. Phillips
SFC Darryl Clinton**HQ USAREC**

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**HOUSTON**SSG Dennis W. Sharks
SSG Elizabeth A. Franklin**JACKSON**

SFC Mauricio R. Branwell

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SFC Pedro J. Maldonado

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SFC Otis B. Cole

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PHOENIX

SSG Andres Alvirez

PORTLAND

SFC Charles A. Thompson

SACRAMENTO

SFC Anthony J. Bell

SALT LAKE CITY

SSG David A. Blake

SAN ANTONIOSSG Marion J. Alexander
SSG Richard J. Corsmeier**ST. LOUIS**

SFC Michael Kempf

Guidance Counselor Combined Arms Incentive Award

RSM January 1994**1st Brigade**SFC Orlando Matos,
New York City
SFC Reinaldo Diaz,
New York City
SFC Abner Henicks, Columbia**2d Brigade**SFC Dallas Love, Columbus
MSG Walter Thompson,
Knoxville MEPS
SFC Dale Starling, Miami**5th Brigade**SFC William Dumas, Dallas
*SFC Lawrence King,
Kansas City
*SFC Arthur Cotrell,

Oklahoma City

*SFC Ricky Kemp,
San Antonio
*SFC William Parr Jr.,
San Antonio
* Tied**6th Brigade**SFC Andrea Guerrero,
Sacramento
SFC David Rogers, Denver
SFC John Owen, Portland**RSM February 1994****1st Brigade**SFC Orlando Matos,
New York City
SFC Reinaldo Diaz,
New York City
SFC James Flowers, Raleigh**2d Brigade**SFC Anita Jones, Atlanta
MSG Walter Thompson,
Knoxville MEPS
SFC Anthony Stone,
Columbus**5th Brigade**SFC William Dumas, Dallas
SFC Harvey Johnson,
Kansas City
SFC George Hansen,
Oklahoma City**6th Brigade**SFC Andrea Guerrero,
Sacramento
SFC David Rogers, Denver
SFC Darrell Parker,
Los Angeles

RSC Schedule

RSM April 1994

Cinema Van

BECKLEY, 29 Mar - 25 Apr
BRUNSWICK, 18 - 25 Apr
COLUMBUS, 4 - 25 Apr
DENVER, 29 Mar - 8 Apr
GREAT LAKES, 30 Mar - 15 Apr
MIAMI, 11 - 25 Apr
MINNEAPOLIS, 12 - 15 Apr
NEW YORK, 11 - 15 Apr
PITTSBURGH, 29 Mar - 1 Apr
PORTLAND, 30 Mar - 22 Apr
SAN ANTONIO, 29 Mar - 22 Apr
SYRACUSE, 29 Mar - 8 Apr
TAMPA, 29 Mar - 8 Apr

Cinema Pods

BECKLEY, 29 Mar - 8 Apr
COLUMBIA, 18 - 25 Apr
DALLAS, 29 Mar - 1 Apr
DES MOINES, 12 - 22 Apr
HARRISBURG, 29 Mar - 22 Apr
HOUSTON, 4 - 22 Apr
JACKSON, 29 Mar - 8 Apr
KANSAS CITY, 4 - 8 Apr
MONTGOMERY, 12 - 25 Apr
NASHVILLE, 12 - 22 Apr
PHOENIX, 29 Mar - 22 Apr
PORTLAND, 29 Mar - 1 Apr
SEATTLE, 5 - 25 Apr
ST. LOUIS, 29 Mar - 1 Apr
SYRACUSE, 29 Mar - 15 Apr

Army Adventure Van

5th BRIGADE, 17 Apr
SALT LAKE CITY, 8 - 13 Apr
SAN ANTONIO, 18 - 22 Apr
SEATTLE, 29 Mar - 4 Apr

Answers to the Test

1. B, Ref: USAREC Pam 350-7, para 3-1c
2. D, Ref: USAREC Reg 601-94, para 5g
3. C, Ref: USAREC Reg 601-95, para 2-1b
4. D, Ref: USAREC Reg 601-95, para 2-1c
5. A, Ref: USAREC Reg 601-95, para 3-2a
6. C, Ref: AR 601-210, table 4-2, Line O
7. B, Ref: AR 601-210, para 5-10.2,d
8. B, Ref: AR 601-210, para 5-10g(2)
9. B, Ref: USAREC Reg 350-6, Table 3-1
10. D, Ref: USAREC Reg 350-6, App D, Tables D-1/D-2
11. B, Ref: USAREC Reg 350-6, App G, G-1
12. B, Ref: USAREC 601-37, para 2-8(c)
13. A, Ref: USAREC Reg 140-3, para 4a
14. A, Ref: AR 601-210, para 3-9b(4)
15. B, Ref: USAREC Reg 601-96, App I-2,b(3)



After the earthquake, workmen board up windows and try to fix the door at the Santa Monica Recruiting Station. (Photo by Lynn Wallace)



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